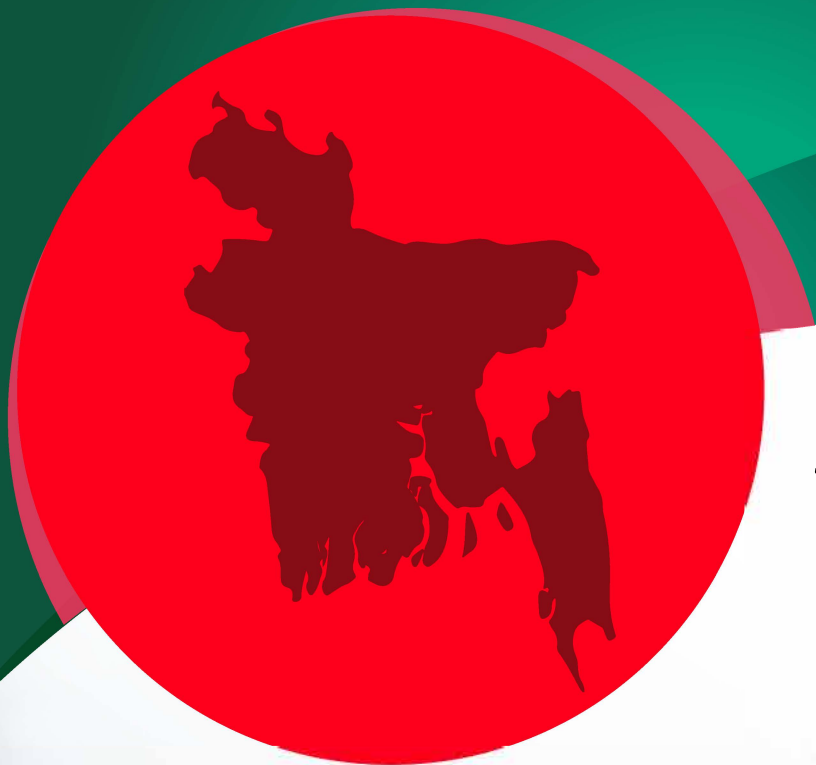


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# **Mediating Role of Organizational Commitment in Turnover Intention: The Case of Private Universities in Bangladesh**

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and  
M. H. R. Joarder

## **Abstract**

The present study was designed to examine the relationship between selective HRM practices and faculty turnover intention in the private universities of Bangladesh. The indirect influence of organizational commitment as a mediator in the proposed relationship was also investigated. A total of 317 faculty members of the private universities participated in the survey with a response rate of 57%. Multiple regression analyses were used to test the hypotheses of the study. The results revealed that faculty compensation, working conditions, job security, and job autonomy were strongly and negatively related to faculty turnover intention. The study also found organizational commitment partially mediates the relationship between HRM practices and turnover intention. Limitations, implications and suggestions for future research are discussed.

Employee turnover is a serious issue for many organizations around the globe. Scholars consider it a frustrating reality associated with the management of human resources particularly in the field of higher education (Buck & Watson, 2002). However, the study of employee turnover intention is important for any organizations because once an employee has quit, there is little the employer can do except assume the expenses of hiring and training a new employee. But, if the precursors of intention to leave are better understood, employers could institute many changes proactively (Dalessio, Silverman & Schuck, 1986). Turnover has been recognized for its detrimental effects (Yin-Fah, Foon, Leong, & Osman, 2010). Thus, the retention of employees has become a major challenge for employers (Samuel & Chipunza, 2009; Ovadje, 2009). The main objective of this paper is to investigate the relationship between various dimensions of HRM (HRM) practices with organizational commitment and turnover intention in the context of private universities in Bangladesh. An additional objective of this study is to examine the indirect effect, i.e. the mediating role, of organizational commitment on the relationship between HRM practices and turnover intention. A research framework was developed to achieve the objectives of the study (see figure 1). The framework postulates that HRM practices will directly and indirectly influence turnover intention.

## **Background**

In a recent qualitative study on faculty turnover by Joarder, Sharif, & Sabiha (2011) in the context of Bangladesh, the researchers concluded that faculty turnover is a serious problem for private university management. The researchers further added that

faculty turnover rate among the private universities varies from 10 to 19 percent per year, while it is only 2 to 3 percent for public universities. Poor human resource management is a plausible reason for such a high rate of faculty turnover in the private universities (Joarder, et al. 2011). Researchers have thus called for further empirical research on this issue. As a matter fact, limited research has been conducted to empirically examine the direct and indirect relationship between HRM practices and turnover intention, particularly in the education industry in Bangladesh.

This deficiency also persists in developing countries despite calls to expand the international human resource perspective (Baruch & Budhwar, 2006). Moreover, most of the empirical research on HRM and turnover models have been developed and tested in western contexts (Ovadje, 2009; Maertz et al., 2003). The present study is expected to explore HRM practices as determinants of turnover intention of the employees working in the Bangladesh context, thereby enriching the current literature of HRM practices, organizational commitment, and turnover intention in the non-western context. This study may also be used as a strategic tool for managing faculty turnover. For the present, compensation, working condition, job autonomy and job security have been considered as the key HRM practices that influence faculty turnover.

## **Variables Used in the Study**

### ***Faculty Compensation***

Compensation is critical in attracting and retaining employee in a competitive labor market, especially

for professionals in the high-tech industry (Ang, Slaughter, & Ng, 2002). However empirical evidence suggests that compensation is one of the most important factors for determining employees' job satisfaction, which in turn reduces their intention to leave. According to various studies, compensation is negatively related to turnover intention (Grace & Khalsa, 2003; Cotton & Tuttle, 1986). Consistent with these studies, Ovadje (2009) found a strong and negative relationship between pay and turnover intention. In a study of the telecommunications industry, Batt, Colvin, and Keefe (2002) found that pay is significantly and negatively related to turnover. However, other views have also been reported by researchers such as Griffeth et al. (2000) who claimed a modest relationship between pay and actual turnover. Pay, however, is not an important variable for turnover research in the Asian context (Khatri et al. 2001). Similarly, Iverson and Deery (1997) concluded that pay has insignificant influence on turnover decision in Australia.

In the academic setting, a recent study by Shahzad, et al. (2008) found that compensation might be a great tool in employing and retaining skilled and competent faculty members. In other words, compensation can reduce faculty turnover decisions. This result supports the finding of Willis (2000) and Parker and Wright (2000) where they argued that compensation is one of the most important components of human resource practices for attracting and retaining talents. Consistent with this view, turnover studies found that high compensation is generally associated with lower turnover (Fairris, 2004; Batt, Alexander, Colvin & Jeffrey, 2002; Delery, Gupta, Shaw, Jenkins & Ganster, 2000).

### ***Working Conditions***

The working condition can be defined as the surroundings of an employee in a certain work area (Spreckelmeyer, 1993). This, issue has long been of central interest to research on employees' health and safety as well as employee motivation and performance. In this regard, organizational researchers argued that working condition has an impact on outcome variables such as satisfaction, motivation, performance, and employee behavior (Carlopio, 1991; Wineman, 1986). In fact, a safe working condition is directly and positively linked to the quality of employees' work environment. According to Kramer and Schmalenberg (2008), healthy working conditions reduce employee turnover, increase job satisfaction, and lower job stress and burnout among employees. Therefore, creating appropriate working conditions is crucial to

maintaining an adequate workforce for any organization. In the context of Bangladesh, employees of mobile phone companies evaluated their working condition or environment as the second most important factor to explain job satisfaction, which in turn may influence employees' decision to stay longer with the organization (Ashraf & Joarder, 2010). Consistent with the findings of Ashraf and Joarder (2010), Billah (2009) in his study on commercial bank employees in Bangladesh found that working conditions were statistically significant and negatively related to employee intention to leave.

### ***Job Autonomy***

According to Price (1997), job autonomy is the employee's ability to set organizational goals and structure the organization to maximize professional efficacy. In other words, job autonomy is considered as the freedom of an employee to do his or her own work and exercise control over his or her job activities such as scheduling, work procedures, and task variety (Iverson, 1996). In fact, when employees perceive that they have control over their jobs, they are less likely to leave (Iverson, 1999). Recent research suggests that employees who enjoy greater job autonomy at work will show less likelihood of quitting (Batt & Valcour, 2003). The explanation is that job autonomy decreases turnover due to its positive impact on job satisfaction (Price, 2000). Consistent with this idea, Ahuja, Chudoba, Kacmar, McKnight and George (2007) argued that lack of job autonomy lowers organizational commitment and increases turnover. This is a salient feature for faculty members. Researchers explained that faculty members with high job autonomy are much more satisfied in terms of teaching and research, have reduced job stress, and are likely to stay at the job (Perry, Menec, Struthers, Hechter, Schonwetter & Menges, 1997). Job autonomy is an important component of human resource practices, especially in the western context, due to the individualistic nature of that society (Geller, 1982).

### ***Job Security***

According to Herzberg (1968), job security is the extent to which organizations provide stability of employment. Job security has been conceptualized as the degree to which an employee could expect to stay in the job for over an extended period of time (Delery & Doty, 1996). Researchers identified job security as one of the most important components of human resource practices (Pfeffer, 1995) which indicates an organization's commitment to its workforce; job security also enhances employees' organizational

commitment (Chang & Chen, 2002; Meyer & Smith, 2000; Wong, Ngo, & Wong, 2002). In one study, Delery and Doty (1996) showed a positive relationship between firm performance and employee job security. In general, employee job security enhances the involvement with the organization as there is no concern or fear of losing one's job. Thus, job security is considered as an important factor for employees' commitment to the organization (Hom & Griffeth, 1995). The perception of job security is negatively related to turnover intention (Parnell and Crandall, 2003); it is an important determinant of employee turnover (Arnold & Feldman, 1982); it enhances trust in organizations (Allen, Shore, & Griffeth, 2003); it leads to organizational commitment (Chughtai & Zafar, 2006; Iverson, 1996), and it is a strong indication of perceived organizational support (Allen, Shore, & Griffeth, 1999). According to Samuel and Chipunza (2009), job security significantly influenced employee retention in both public and private organizations. They stated that there is strong evidence of an association between job security and retention, thus reducing employee turnover.

### ***Organizational Commitment***

Organizational commitment is the employee's commitment to the organization, and organizational experts have defined it as the strength of an individual's identification with and involvement in a particular organization (Mowday et al. 1982). In fact, this is the bond between employees and the organization; and researchers argue that employees bonded to the organization have little reason to quit the organization (Lambert & Hogan, 2009). However, recently researchers have conceptualized commitment as identification with, involvement in, and emotional attachment to the organization (Allen & Meyer, 2003). In previous studies, it was found that employees who are committed to their organization have lower turnover intentions than employees who are less committed (Griffeth & Hom, 1995; Igbaria & Greenhaus, 1992).

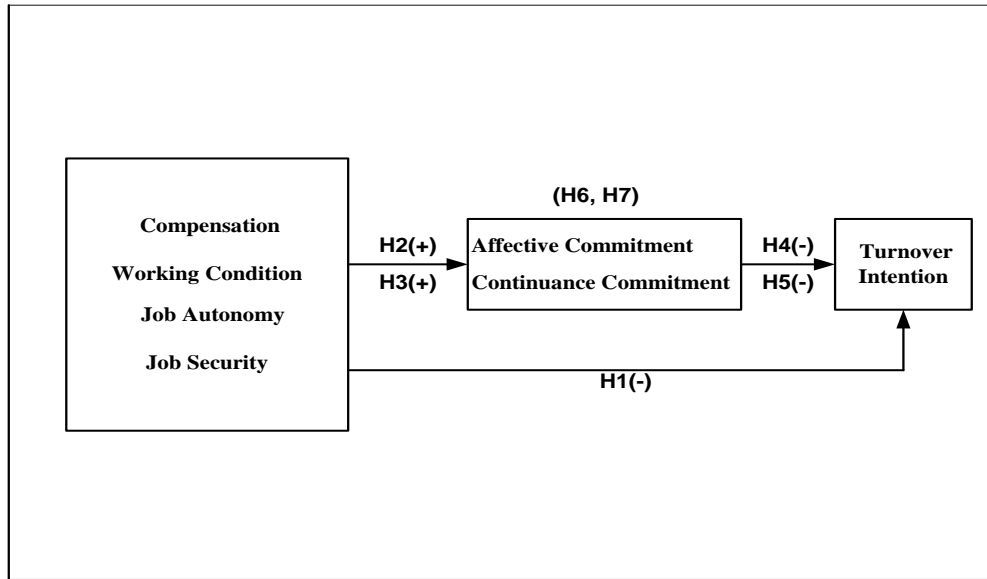
Commitment has been conceptualized along two general themes: affective commitment and continuance commitment (Meyer & Allen, 1984). Affective commitment is defined as "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization" (Allen & Meyer, 1990). Affective commitment was studied extensively (Mowday, et al., 1979) and organizational commitment was defined as "the relative strength of an individual's

identification with and involvement in a particular organization" (Mowday et al., 1979, p.226). Therefore, a person who is affectively committed or emotionally attached to the organization, (1) believes in the goals and values of the organization, (2) works hard for the organization, and (3) intends to stay with the organization (Mowday et al., 1982). Continuance commitment is defined as "a tendency to engage in consistent lines of activity (Becker, 1960) based on an individual's recognition of the costs associated with discontinuing the activity" (Allen & Meyer, 1990). This construct was more appropriately defined by Kanter (1968) as "cognitive-continuance commitment that occurs when there is a profit associated with continued participation and a cost associated with leaving". Therefore, affective commitment is emotion-based view of organizational commitment while continuance commitment emphasizes more on the calculative aspect of a relationship between employees and an employer (Meyer & Allen, 1984).

### ***Employee Turnover***

According to Mobley (1982), employee turnover is the cessation or termination of membership with the organization by an individual employee. In other words, it is when an employee permanently leaves the organization. Scholars commonly view turnover and its proxy, turnover intention, as a form of withdrawal (Price, 1997). However, there is a distinction between turnover and turnover intention. It can be argued that the term 'turnover' represents the actual turnover behavior, employees moving to other organizations (Price, 2001), while the term 'turnover intention' represents employees' behavioral intention, which is employees' perceived probability of leaving the current organization (Cotton & Tuttle, 1986). The term 'turnover' means employees permanent leaving or discontinuing an employment relationship. Scholars in this field correctly defined it as the rotation of employees around the market, between firms, jobs, and occupations, and between the states of employment and unemployment (Abbasi & Hollman, 2000). Thus, employee turnover is sometimes costly and the cost occurs in the form of termination, advertisement, recruitment and selection, and hiring of new employees (Abbasi & Hollman, 2008). As people are the most valuable asset of an organizations (Szamosi, 2006), it invests a great deal of resources to attract and retain talented employees. Thus, it is undoubtedly unfortunate and costly when employees leave the organization willingly or voluntarily. That is why academics and organizational managers have paid much attention to the employee turnover issue, particularly voluntary

**Figure 1: Research Framework**



turnover (Ton & Huckman, 2008).

Theoretically, it has been well accepted that HRM practices generally reduce the turnover intention (Slattery & Selvarajan, 2005). Similarly, other scholars argued that employees are less likely to leave, rather stay longer with organizations when they perceive positive human resource practices such as job freedom, job security and better pay (Stewart & Brown, 2009). Thus, it can generally be hypothesized that positive human resource practices not only reduce turnover intentions; they can also be used as vital employee retention strategy tools.

### Research Framework and Hypotheses

The model above depicts the hypotheses tested in this study.

The proposed hypotheses are as follows:

**H1:** HRM Practices (i.e. compensation, working condition, job autonomy, and job security) are negatively and significantly related to Turnover Intention (TI):

H1a. Faculty compensation is negatively and significantly related to faculty turnover intention;  
H1b. Faculty working condition is negatively and significantly related to faculty turnover intention;  
H1c. Faculty job autonomy is negatively and significantly related to faculty turnover intention;  
H1d. Faculty job security is negatively and significantly related to faculty turnover intention.

**H2:** HRM Practices (i.e. compensation, working conditions, job autonomy, and job security) are positively and significantly related to Affective Commitment (AC):

H2a. Faculty compensation is positively and significantly related to affective commitment;  
H2b. Faculty working conditions are positively and significantly related to affective commitment;  
H2c. Faculty job autonomy is positively and significantly related to affective commitment;  
H2d. Faculty job security is positively and significantly related to affective commitment.

**H3:** HRM Practices (i.e. compensation, working conditions, job autonomy, and job security) are positively and significantly related to Continuance Commitment (CC):

H3a. Faculty compensation is positively and significantly related to continuance commitment;  
H3b. Faculty working conditions are positively and significantly related to continuance commitment;  
H3c. Faculty job autonomy is positively and significantly related to continuance commitment;  
H3d. Faculty job security is positively and significantly related to continuance commitment.

**H4:** Affective Commitment (AC) is negatively and significantly related to faculty Turnover Intention (TI).

**H5:** Continuance Commitment (CC) is negatively and significantly related to faculty Turnover Intention (TI).

**H6:** Affective Commitment mediates the relationship between HRM Practices and faculty Turnover

Intention (TI).

**H7:** Continuance Commitment mediates the relationship between HRM Practices and faculty Turnover Intention (TI).

### Research Method

The study was based on primary data collected from the private universities in Dhaka, Bangladesh. Therefore, the population of this study covers all private universities mainly located within Dhaka Metropolitan Area. Structured questionnaires were distributed to the respondents (full-time faculty members) for data collection. There are 42 private universities located in 12 different areas in the metropolitan area; one area was randomly selected from the 12 areas and 500 questionnaires were distributed among the faculty in universities located in the selected area. Data collection was completed over three months beginning from May 2010 until July 2010; 327 respondents returned completed questionnaires. However, the total number of usable questionnaires for the study was 317 after excluding 10 of them due to high number of missing values. Thus, a 63% response rate could be considered as quite satisfactory. The items measuring the different constructs are shown in the appendix. All items were rated on a 7-points Likert scale where 1=strongly disagree, and 7=strongly agree. The Cronbach alpha values of the variables were between .71 and .92, indicating reasonable reliability of the measures (see Table 1).

### Results

Principal component factor analyses were conducted separately on the items measuring HRM practices, organizational commitment and turnover intentions. The HRM practices items formed four main components with eigenvalues greater than 1, KMO value of .87, and significant value of Bartlett's test of sphericity ( $p<.000$ ). This indicates that the data are suitable for factor analysis as suggested by Hair et al. (2006) and Coakes & Steed (2003). The variance explained was 63.2% by the four HRM components. In social science research a factor structure that explains 60% of the total variation is considered satisfactory (Hair et al. 2006). The results of the factor analysis also provide assurance that the HRM constructs are meaningful in a theoretical sense. Factor analysis of organizational commitment on 15 items formed four components with eigenvalue greater than 1. The variance is explained 66.89% by the four components. The results of the factor analysis provide assurance that organizational commitment is meaningful in a theoretical sense.

However, researcher was unable to offer any particular identification for the components three and four, thus consider it as unidentified components. From the nature of the items of component 1 and 2, researchers labeled component 1 as affective commitment, while component 2 as continuance commitment. Thus, these two components were used for the final analysis in this study.

Factor analysis of turnover intention on 5 items formed a single component with eigenvalue greater than 1 with KMO value of .891 and a significant value of Bartlett's test of sphericity value ( $p<.000$ ). The variance explained was 76.64% by the single component. This provides assurance that turnover intention is a meaningful theoretical construct.

### *Descriptive Statistics and Correlation Analyses*

Table 1 presents the means, standard deviations and correlations among all the variables used in this study. On average, faculty members provided noticeably lower ratings on job security (3.89), compensation (3.66), and job autonomy (3.50). In other words, the private universities should be concerned about these variables; if they are not managed properly, it could attenuate commitment of the faculty and exacerbate turnover intentions. However, the mean value for working conditions is highest (5.18) which is encouraging.

Pearsons correlation was run to examine the correlation coefficients among the study variables. Most of the correlations among the study variables are satisfactory and theoretically meaningful as suggested by Ho (2006). The general rule of thumb is that the value of the correlation coefficient between the independent variables (and the intervening variables) should not exceed .7 (Anderson et al. 2009). The highest correlation between working condition and faculty job security is .447, while the lowest is .051 between affective commitment and continuance commitment.

### *Results of the Hypotheses Tests*

To test hypotheses 1 to 5, HRM practices were first regressed on turnover intention. Table 2 shows that, compensation, job autonomy, working condition, and job security are highly significant and negatively related to turnover intention. Next, HRM practices were regressed on affective commitment to test the hypothesized relationships (shown in Table 2). In this case, only job security and working conditions out of the four HRM practices were significantly and

**Table 1: Means, Standard Deviations, and Correlation Coefficients**

Variables	Mean	Std dev.	COMP	WC	JA	JS	AC	CC	TI
COMP	3.66	1.52	(.83)						
WC	5.18	1.33	.376**	(.77)					
JA	3.50	1.42	.302**	.307**	(.77)				
JS	3.89	1.45	.350**	.447**	.345**	(.71)			
AC	4.59	1.56	.247**	.290**	.186**	.328**	(.87)		
CC	4.35	1.15	.248**	.116*	.092	.178**	.051	(.71)	
TI	3.46	1.58	-.438**	-.394**	-.318**	-.355**	-.451**	-.151**	(.92)

**Note:** Cronbach Alpha values are provided in the parenthesis. \*\* p < .001 \* p < .01

**Table 2: Results of the Hypotheses Testing (H1 to H5)**

Hypothesis	Variables	Std. Coeff. $\beta$ value	t-value	Sig. level	R <sup>2</sup>	Adj. R <sup>2</sup>	F-value
<b>H1</b>	Comp	-.28	-5.26	.000	.28	.27	31.19
	WC	-.19	-3.43	.001			
	JA	-.13	-2.49	.013			
	JS	-.12	-2.24	.026			
<b>H2</b>	Comp	.10	1.28	.069	.14	.13	13.2
	WC	.14	2.33	.020			
	JA	.03	0.61	.539			
	JS	.21	3.46	.001			
<b>H3</b>	Comp	.21	3.52	.000	.07	.05	5.95
	WC	-.01	-.17	.059			
	JA	-.00	-.13	.891			
	JS	.11	1.72	.087			
<b>H4</b>	AC	-.45	-8.97	.000	.20	.20	80.5
<b>H5</b>	CC	-.15	-2.72	.007	.02	.02	7.39

positively related to affective commitment. To test hypothesis 3, all the HRM practices were regressed on continuance commitment (also shown in Table 2); only faculty compensation was significantly and positively related to continuance commitment.

To test hypotheses 4 and 5, affective commitment and continuance commitment were regressed separately on turnover intention (again tabulated in Table 2). The results show that both affective commitment and continuance commitment were significantly and negatively related to turnover intention.

#### **Testing the Mediation Effects of Affective Commitment**

To test the mediation effects of affective commitment

(AC) between the relationship of HRM practices and turnover intention (Hypothesis 6), a four-step procedure suggested by Baron and Kenny (1986) was undertaken. Table 3 provides the summary of regression results to ascertain the mediation effects of AC on the relationship between selective HRM practices and turnover intention. Table 3 shows that all four HRM practices were able to meet the mediation test conditions as suggested by Baron and Kenny (1986). Interestingly, except job security ( $\beta = -.126, p < .05$ ), the effects of all other HRM practices (i.e. compensation, working condition, and job autonomy) on the turnover intention remain significant in the presence of AC. This implies partial mediation, i.e. the relationship between HRM practices (compensation, working condition, and job autonomy) and turnover intention is partially mediated by affective commitment. On the other



**Table 3: Multiple Regression Analysis Results for Hypothesis 6**

Variables	Turnover Intention (without AC)	Turnover Intention (with AC)	
COMP	-.283**	-.25**	Partial Mediation
WC	-.192**	-.148**	Partial Mediation
JA	-.131**	-.120*	Partial Mediation
JS	-.126*	-.060	Full Mediation
AC	.....	-.30**	
R <sup>2</sup>	.286	.365	
Adj. R <sup>2</sup>	.277	.355	
F-Value	31.19	35.75	

**Table 4: Multiple Regression Analysis Results for Hypothesis 7**

Variables	Turnover Intention (without CC)	Turnover Intention (with CC)	
COMP	-.283**	-.277**	Partial Mediation
WC	-.192**	-.192**	Partial Mediation
JA	-.131**	-.131*	Partial Mediation
JS	-.126*	-.123*	Partial Mediation
CC	.....	-.027	
R <sup>2</sup>	.286	.286	
Adj. R <sup>2</sup>	.277	.275	
F-Value	31.19	24.95	

hand, the impact of job security on the turnover intention becomes weaker and insignificant after introducing affective commitment in the regression equation. This implies full mediation. Thus, affective commitment partially mediates the relationship between compensation, working condition, and job autonomy and turnover intention, while AC fully mediates the relationship between job security and turnover intention.

#### ***Testing the Mediating Effects of Continuing Commitment***

To test the mediation effects of continuance commitment (CC) between the relationship of HRM practices and turnover (Hypothesis 7), the same four-step procedure suggested by Baron and Kenny (1986) was conducted. Table 4 provides the summary of regression results to ascertain the mediation effects of CC on the relationship between selective HRM practices and turnover intention.

From Table 4, it can be seen that all four HRM practices were able to meet the conditions for medi-

ation test as suggested by Baron and Kenny (1986). Interestingly, the effects of all HRM practices (i.e. compensation, working condition, job autonomy, and job security) on the turnover intention remain significant even in the presence of continuance commitment (CC). These findings imply partial mediation, i.e. the relationship between HRM practices (compensation, working condition, job autonomy, and job security) and turnover intention is partially mediated by continuance commitment.

#### **Discussion**

The findings of this study indicated that the HRM practices such as compensation, working condition, job autonomy, and job security were highly significant and negatively related to turnover intention. However, among all the HRM practices considered for this study, compensation was found as the most important practice that can influence faculty members in their turnover decision, followed by working conditions of the institution. Therefore, it is imperative for private university management to pay close attention to these practices to retain their

faculty members, which in turn may help improve the situation of frequent faculty switching.

In regard to compensation, the study found a highly significant and negative relationship to turnover intention. This is consistent with the findings of previous studies by Billah (2009), Ovadje (2009), Shahzad et al. (2008), Batt and Valcour (2003), and Batt et al. (2002). A plausible explanation for such result is the unfavorable socio-economic condition of Bangladesh. This is especially important in the regions where poverty levels are very high. Bangladesh is one of 49 “least developed countries” in the world, where about 45 percent of its population is below the poverty line (United Nations Report, 2002). Therefore, pay should be given priority. For instance, in the context of developed nations, pay is not a priority; rather other issues such as day care facilities, autonomy, and decision making ability are major issues for employees, while pay is of major concern for faculty in Bangladesh. Moreover, due to high familial bondage in the Asian collectivistic societies, most members (including extended family members) of the household usually depend on one income earner in Bangladesh which requires adequate cash incentives for employees. In addition, another important reason for according importance to compensation is a higher inflation rate relative to the developed countries.

As far as working conditions are concerned, the result of the study indicated that faculty working conditions are also highly significant and negatively related to turnover intention. In other words, positive perception of employees’ working conditions may lower the employees’ intention of leaving the current organization. This finding is consistent with previous studies by Ashraf and Joarder (2010), Billah (2009), and Pejtersen and Kristensen (2009). A plausible explanation is that private university education is relatively new in the context of Bangladesh, and the private university management was not serious about faculty working condition issues. Another important reason explaining the finding is that most of the private universities are sponsored and managed by influential businessmen. They consider their investments in higher educational institutions like any other investment where profit maximization motives make them somewhat indifferent to critical issues such as working environment for faculty members.

The results of this study also indicated that faculty perceptions of job autonomy influence turnover intention negatively and significantly. This means that higher the perception of faculty job autonomy,

the lower the intention of leaving the organization. This finding is consistent with previous findings of Ahuja et al. (2007), Daly and Dee (2006), and Hom and Griffeth (1995). In the academic setting, Daly and Dee (2006) found that freedom in the work environment, particularly in the academic profession, has been one of the most important reasons for faculty to remain with or to leave the job, while Ahuja et al. (2007), and Hom and Griffeth (1995) reported negative relationship between employee job autonomy and turnover behavior. The nature of the profession may be one of the plausible explanations in regard to job autonomy in the context of Bangladesh. In addition, faculty members can easily get employment in other institutions if they do not get enough freedom at work; thus availability of employment opportunity particularly for teachers may influence faculty job autonomy.

The study indicates that faculty job security is also significant and negatively related to turnover intention. In other words, the higher the perception of employees’ job security, lower the employees’ intention of leaving their current organization. In fact, the finding agrees with Wong et al. (2002) that high assurances of job security invoke a reciprocal employee attitudinal and behavioral commitment to the organization. Regarding the mediating effects of organizational commitment, the study found that in both cases of affective and continuance commitment, the relationship between HRM practices and turnover intention is partially mediated. However, only the relationship between job security and turnover intention is fully mediated by affective commitment. The results of the mediating tests indicate that apart from the direct relationships between HRM practices and turnover intention, indirect relationships also exist between them. Therefore, organizational managers should understand this relationship to motivate their employees to stay with the organization.

### **Limitations and Future Research Directions**

This study offers some insights into the relationship between HRM practices and turnover intentions. However the contribution of the study should be viewed in light of several limitations. First, the study examined faculty members’ behavioral intention, i.e. turnover intention instead of actual turnover. It should be noted that turnover intention does not always produce actual turnover behavior (McKnight, Phillips, & Hardgrave, 2009). Therefore, future research should include turnover as the outcome variable in the causal model of turnover research. Second, the present study only included faculty

members of private universities. Therefore, future research should include both public and private universities in examining turnover. Third, the present study was cross-sectional in nature and data were collected at one point in time. Future research should focus on longitudinal or experimental designs to confirm the causality of the hypothesized relationships.

### Implications of the study

This study demonstrated the relationship between HRM practices and turnover intention in the context of under-researched non-western organizations. Since most of the previous studies on HRM practices and turnover were conducted in the western context, the results of those studies found support in the context of the present study despite different socio-economic conditions. The study also enriches the turnover literatures in the context of Bangladesh in particular and Asia in general. The study may be particularly important for private university management as a faculty retention tool. The government, university grants commission and administrators may also benefit from the findings of the study.

### Conclusion

The present study focused on employees' perceptions of HRM practices in predicting their turnover intention. In addition, the study also examined the mediating role of organizational commitment in understanding turnover behavior, especially in the context of higher educational institutions. It is recommended that additional HRM practices should be included in the turnover research, for instance training and development, supervisory support, or perhaps variables other than organizational commitment can be introduced.

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## APPENDIX

### **Scale for Compensation Measurement (Tessema and Soeters, 2006)**

1. There is attractive compensation at my institution
2. There is equitable internal salary system at my institution
3. The salary at my institution that reflects individual faculty performance
4. The salary at my institution that encourages better performance
5. The salary at my institution that reflects the standard of living

### **Scale for Working Condition Measurement (Edgar and Geare, 2005)**

1. Working conditions at my institution are good
2. My health has not suffered as a result of working for this institution
3. I always feel safe working here in these conditions
4. This institution does everything to ensure the well-being of its faculty members

### **Scale for Job Autonomy Measurement (Daly and Dee, 2006)**

1. I am allowed to decide how to go about getting my job done
2. I have control over the scheduling of my work
3. My job allows me to decide when to do particular work/task
4. My job allows me to modify what my job objectives are
5. I am able to modify the job objectives

### **Scale for Job Security Measurement (Delery and Doty, 1996)**

1. I can stay in this institution for as long as I wish
2. It is difficult to dismiss faculty member from this institution
3. Job security is almost guaranteed to faculty members in this institution

### **Scale for Affective Commitment Measurement (Allen and Meyer, 1990)**

1. I would be very happy to spend the rest of my career with this institution
2. I really feel as if this institution's problems are my own
3. I do not feel a strong sense of "belonging" to my institution (R)
4. I do not feel "emotionally attached" to this institution (R)
5. I do not feel like "part of the family" at my institution (R)
6. This institution has a great deal of personal meaning for me
7. I enjoy discussing my institution with people outside my institution
8. I think that I could easily become as attached to another institution as I am to this one

### **Scale for Continuance Commitment Measurement**

9. Too much in my life would be disrupted if I decide to leave my institution now
10. A major reason of working for this institution is that leaving would require considerable personal sacrifice
11. A major reason of working for this institution is that other institution may not match the overall benefits I have here
12. I am not afraid of what might happen if I quit my job without having another job lined up. (R)
13. It would not be too costly for me to leave my institution now. (R)
14. I feel that I have too few options to consider leaving this institution
15. Serious consequence of leaving this institution would be the scarcity of available alternatives

### **Scale for Turnover Intention Measurement (Wayne et al. 1997 & Lum et al. 1998)**

1. I am actively looking for a job outside this institution
2. As soon as I can find a better job, I will leave this institution
3. I am seriously thinking about quitting my job
4. In the last few months I have thought seriously about looking for a job in the other sector/s
5. Taking everything into consideration, there is likelihood that I will make a serious effort to find a new job within the next year.

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